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DCI/IC 74-2330

1 October 1974

MEMORANDUM FOR: General Wilson

SUBJECT : Results of ICS [ ] Conference  
27-28 September 1974

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1. The following comments summarize discussion during the ICS conference [ ] 27-28 September in terms of assigned actions, administrative instructions, and major matters requiring further consideration. The conference involved more than 12 hours of discussion, most of which related to on going activities within the ICS. A detailed set of "minutes" indicating specific topics which were treated will be prepared for reference use.

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2. Actions assigned

a. PRD is to initiate an internal review of current intelligence publications involving use of a grading system. The pilot project is to address October publications, with a report ready in early November. PRD proposal is to be ready for General Wilson's consideration by 3 October.

b. MPRRD is to prepare the NFIBR for the DCI which will succinctly dissect the impact of inflation on the Intelligence Community over the 5-year budget and relate these issues as a constraint on specific choices. CS will also address the problem in the DCI annual report to the President.

c. Each division chief is to reconsider his visual displays for use in the Management Information Center as a tool to keeping the D/DCI/IC advised as to progress in programs underway, anticipated problems, etc. Tasks are to be prioritized where possible.

d. CPAD [ ] is to meet with Fisher Howe to discuss whether the Murphy Commission intends to examine the

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responsiveness of overt collection activities overseas to foreign policy needs.

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e. CPAD [ ] to continue his study of the SIGINT Committee and provide D/DCI/IC with reports and recommendations.

f. CPAD [ ] is to schedule a briefing in the next few weeks for General Wilson on EXCOM activities with emphasis on "who is doing what" as a prelude to the November EXCOM meeting.

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3. Instructions given:

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a. In light of the Letter of Instruction to [ ] and changes which may have occurred in the tasking and operation of the individual divisions, division chiefs should re-examine their LOIs and submit any proposed changes, including possible changes in division titles, to the Executive Officer by October 15.

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b. General Wilson [ ] will meet each week with one division chief for a detailed run-down on the divisions activities, problems, etc. If this includes CS, result will be a one-two hour individual conference each month between the D/DCI/IC and each office chief. Other office chiefs may attend weekly conferences if they so desire. The Executive Officer will schedule times.

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c. The Coordination Staff will continue to function as in the past, with [ ] as its Chief, retaining present personnel other than [ ]

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d. ICS offices must be prepared to pool resources where necessary to accomodate work loads. The Executive Officer will have action responsibility.

e. Intra-ICS tasking of the divisions and the CS will be through the Executive Officer. The Executive Officer is to assure that all papers and actions are tracked on a schedule.

f. All ICS offices are to forecast their personnel needs 6 to 9 months in advance and advise the Executive Officer. General Wilson is interested in upgrading quality of the Staff.

g. The Registry Daily Correspondence Report and the Weekly Activities Report are to continue in the present format.

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h. General Wilson and [ ] are to be kept advised of any direct contacts ICS members have with Mr. Colby.

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i. [ ] will arrange for periodic meetings between Mr. Colby and senior ICS officers.

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j. ICS tasking of USIB Committees will be through General Wilson and [ ] but staff members are encouraged to coordinate proposals with Committee Chairmen prior to their submission to the D/DCI/IC.

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k. Keeping USIB Committee Chairmen informed concerning ICS activities will be the responsibility of [ ]

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l. [ ] will function as a Special Assistant to [ ] Secretarial support to [ ] will be arranged by [ ] office.

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4. Matters requiring further consideration:

a. A means of responding to General Wilson's major concerns with the handling of warning and with machinery to support decision makers with an improved flow of information.

b. Improve the linkage between resource use decisions and substantive output of the Community -- which will require a mechanism which does not now exist and which will be in keeping with the DCI strategy of concentrating on setting priorities for the substantive product and have resource decisions (controlled by others) follow. [ ]

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c. Continue to explore a process to improve the statement of requirements. (The [ ] paper, "Discussion Item-ICS Planning Conference," the [ ] paper, "ICS Role in a DCI Management by Objectives' System," the [ ] papers on "Intelligence Requirements" and the [ ] paper on "A Community Intelligence Requirements System," all apply).

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d. Develop in our thinking answers as to how can the ICS better convey to the Community a positive image and an impression that ICS activities are intended to improve performance and not merely to evaluate performance.

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- e. Develop better insights as to consumer needs and reactions to products. [ ] General Wilson is considering informal contacts with key consumer elements. PRD to draw up proposed list for such orientation. (This action is based on subsequent conversations with D/DCI/IC). 25X1
- f. Attain a more clear definition of the ICS/NIO relationship. [ ] 25X1
- g. Improve the interaction between PRD and MPRRD in the KIQ/KEP program and develop some sort of challenge mechanism outside the NIO, who is an advocate. [ ] and [ ] MPRRD to schedule detailed briefing on KIQ/KEP for General Wilson, [ ] [ ] 25X1  
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- h. Improve Community understanding of the role of ICS in economic intelligence. [ ] 25X1
- i. Develop ways and means of improving the psychic satisfactions of intelligence analysts. [ ] 25X1
- j. Develop a National Intelligence Strategy based on sets of assumptions concerning inflation, technical systems, managerial changes, SIGINT, Imagery and HUMINT plans, etc. Such a strategy will be important to explaining intelligence needs to Congress in terms of a five-year budget. [ ] 25X1
- k. Improve the timing of major ICS documents so as to enhance their impact on decision making, e.g., papers applicable to ExCom matters should be ready at a time when they will have impact on ExCom decisions.
- l. Space alternatives need to be examined.
- m. Some means of follow-up on ICS post-mortem studies needs to be developed.
- n. Consider a study on the cost of compartmentalization of information; examine whether security is worth all it now represents. MPRRD has actions with [ ] [ ] Chairman of USIB Security Committee. 25X1  
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- o. Improve the interaction between the Intelligence Community and non-intelligence organizations which are involved in the collection of intelligence information (e.g., Commercial Attaches, Agricultural Attaches, Treasury

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Attaches) but which are adverse to working with an organization which has "intelligence in its title. CPAD to lay out a specific program of work as it relates to human source intelligence.

p. Develop mechanisms by which collectors in organizations not directly associated with the acquisition of intelligence information (e.g., Treasury, Commerce, Agriculture) can be provided training in the development of requirements and in collection techniques and methodologies.

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Associate Deputy to the DCI  
for the Intelligence Community

DCI/IC/CS/S, [redacted] is:saw (10/1/74)

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Distribution:

- 1 - Addressee
- 1 - AD/DCI/IC
- 1 - [redacted]
- 1 - [redacted]
- 1 - [redacted]
- 1 - [redacted]
- 1 - [redacted]
- 1 - IC Registry
- 1 - CS subj
- 1 - CS chrono
- 1 - [redacted]

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